

Implementation of the Contemporary Operational Environment across the Training Domains

Campaign Objective

Produce an objective force of leaders, soldier and units capable of rapidly adapting and optimizing capabilities to achieve mission objectives -fight and win- in a complex and evolving environment across the spectrum of conflict.

Mission

Integrate into all training an Opposing Force and a set of environmental variables that represent likely conditions that Army leaders, soldiers and units will face and produces training outcomes that will allow the Army to fight and win the nation's wars now and in the future.

Reaching the Campaign Objective

TASK

CONDITION

STANDARD

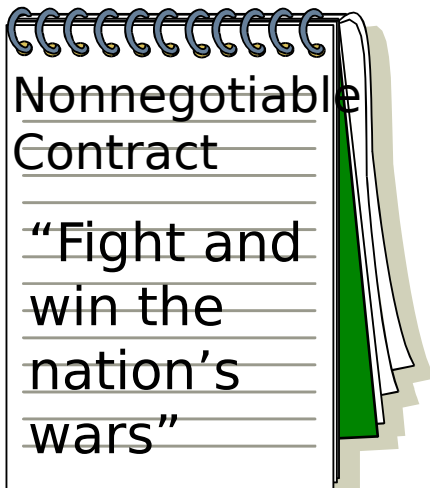
Army Universal
Task List

Contemporary
Operational
Environment

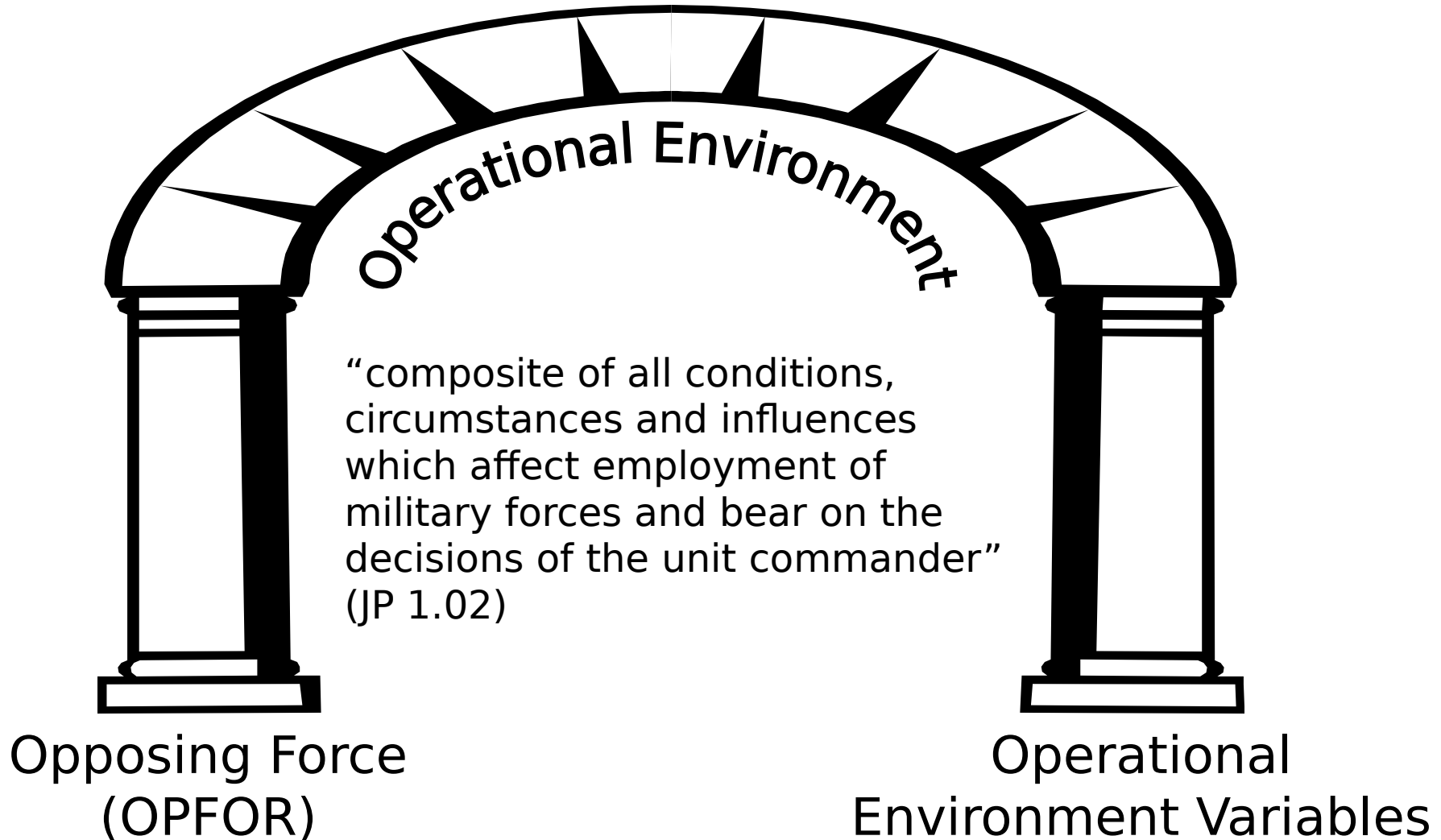
Training
Outcomes

Training Outcomes

Leader/Soldier	Unit
Critical and creative thinking - able to foresee and assess 2d and 3d order effects from decisions - "wide view"	Integrated combined arms organization (C/CS/CSS) - no stovepipes
Information synthesis - accepts data from a wide range of sources and understands interrelationships and connections.	Durable - capable of campaigning
Initiative - acts rather than reacts	Control extended battlespace
Judgment - understands use of prudent risk as tool to gain surprise and momentum	See, understand and be able to act first
Doctrinally skilled - solid understanding of doctrine and its basis, able to understand implications and use as a springboard for creative solutions.	Precisely apply lethal and non-lethal effects to shape the battlespace
Cognitive Resilience - accepts contrary information and reports with equanimity.	Security through movement and physical agility
Adaptive and flexible- sees beyond rote solutions, capable of imagining what could be with resources on hand	Attack/defend/conduct SASO simultaneously
Unpredictable - enemy not able to "trust in blue" to rigidly apply operational and tactical solutions	Control the tempo of the fight including need for sustainment
Confident - certain of own abilities and unit capabilities to accomplish assigned missions.	Concentrate rapidly to seize opportunities, disperse rapidly
Mentally Agile - quickly digests large amounts of information and sees possibilities	
Comfortable with ambiguity - not deterred by uncertainty	



Pillars of COE Implementation



Implementation of COE Defined

1. OPFOR that operates in accord with FM 7-100 series of manuals.
2. OPFOR equipped and organized according to a TRADOC DSCINT approved Order of Battle.
3. COE variables matched against training objectives with a sufficient manifestation of the COE variable to realistically challenge that task.
4. Training audience and trainers possess basic understanding of COE doctrinal constructs and concepts.
US Army doctrine and TTP reflect an appreciation of COE.
5. Rules of Engagement (ROE) for the OPFOR that do not compromise the COE doctrine.

Concept of the Operation

Phase I - Research and develop broad understanding of the world today, the environment and trendlines as they affect military operations.

Phase II - Document OPFOR doctrine and orders of battle that reflect composite of potential adversaries and trends. Integrate OPFOR and the variables of the operational environment.

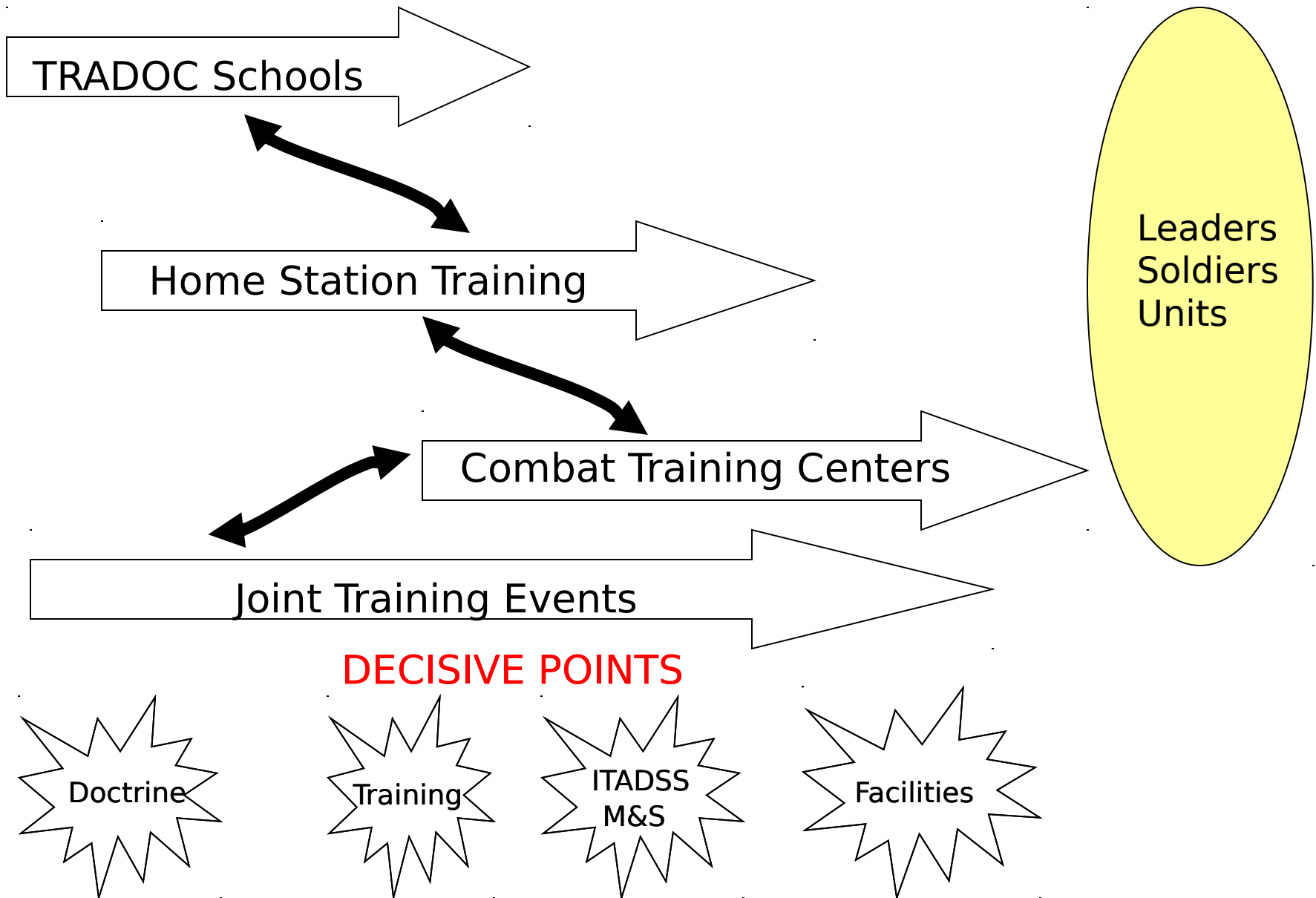
Phase III - Determine the attributes of leaders, soldiers and units necessary for legacy, interim and objective force. Develop US Army doctrine.

Phase IV - Reshape all training venues to integrate COE.

Phase V - Institutionalize a systematic method of assessing impact of COE on training and leader development.

Phase VI - Continuing research and maturation of the OE and OPFOR to provide a richer training environment.

Lines of Operation for COE Implementation



EXECUTION

DECISIVE POINTS



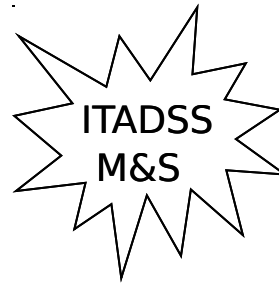
Survey of
world OE and
trends

Determine
training
outcomes at all
echelons



Complete
OPFOR
and US Army
Doctrine

Train the
faculty, OCs,
unit trainers



Organize
and equip
OPFOR

Integrate OE
variables into
all training



Assess
outcomes
(Accreditation
program)

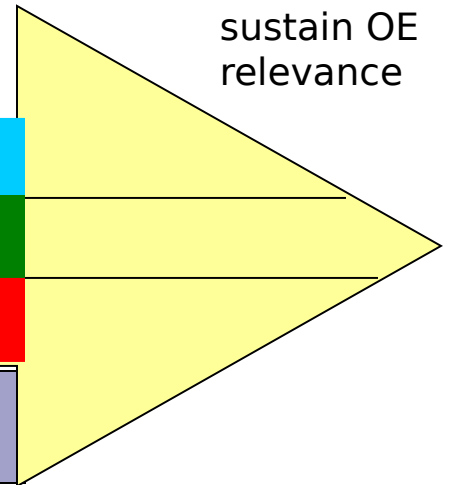
Continued
research and
maturation
sustain OE
relevance

TRADOC Schools

Home Station Training

Combat Training Centers

Joint Training



Combat Training Centers

Exercise design - OE linked to training outcomes

Train OCs - Blue and red doctrine

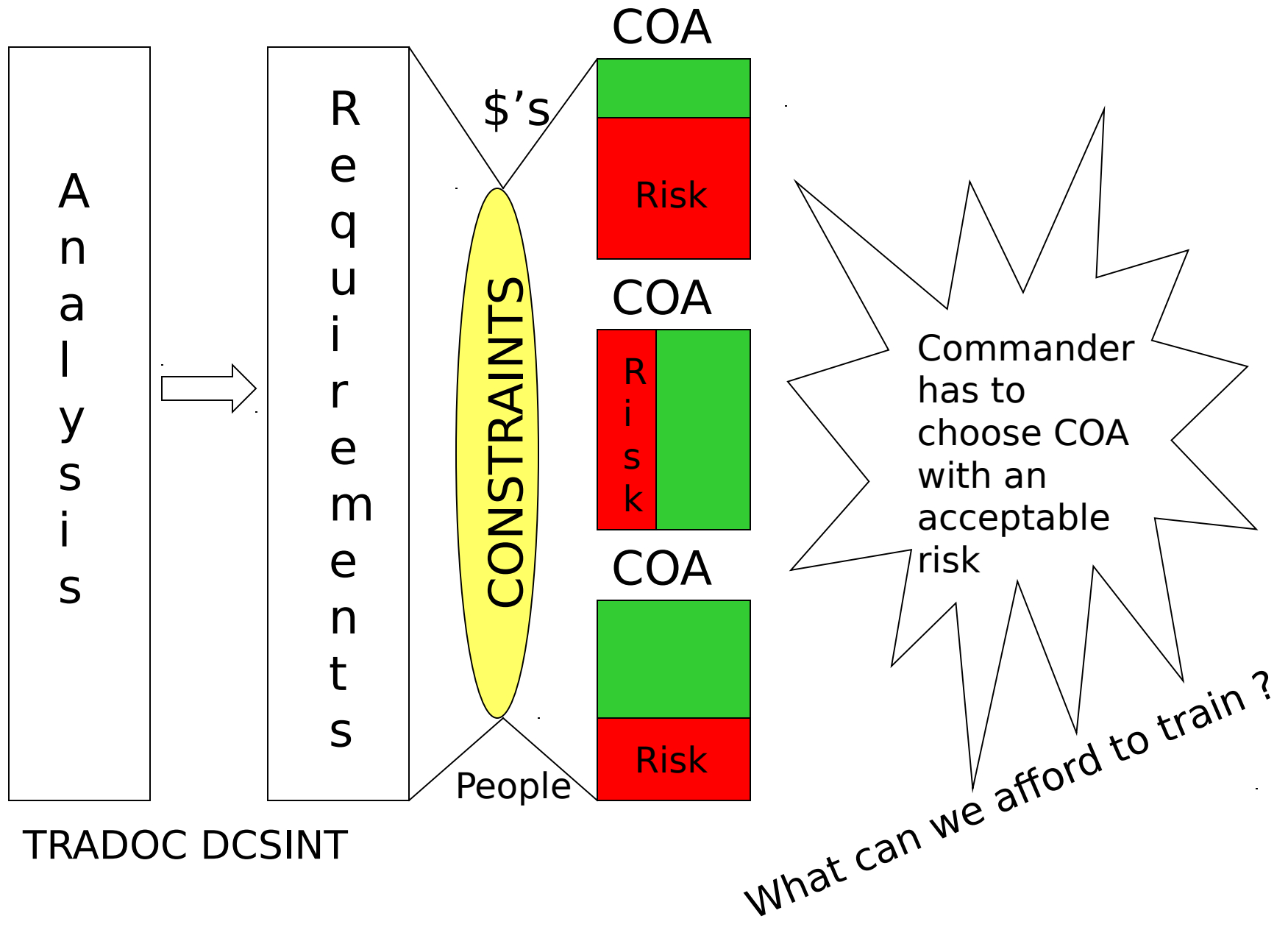
Organize and equip the OPFOR

- \$'s versus training risk; OPFOR size = training objectives
- Battlefield perspective; Adaptive OPFOR with whats on hand
- Plus up of ATGMs, MANPADS and infantry provides more possibilities

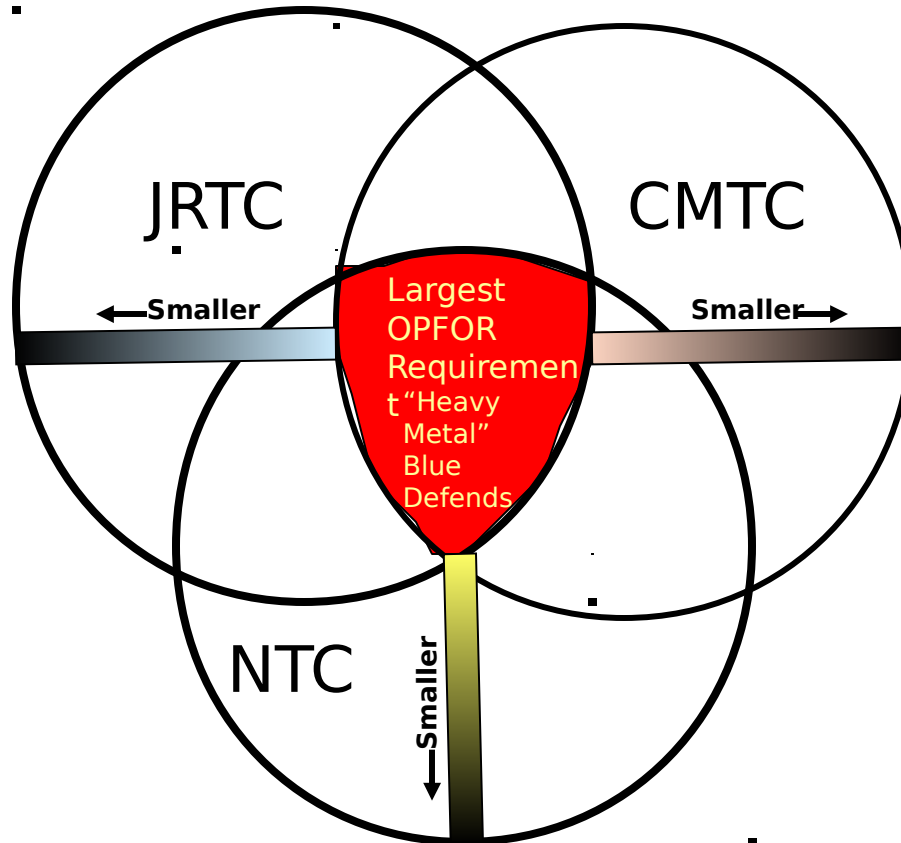
Facilities - MOUT and Land expansion

ITADSS - from MILES to CBS

CTC OPFORs - Assessing Training Risks



CTCs and Spectrum of Conflict



OPFORs to meet the most demanding requirement - attacking a brigade defense- are comparable in size at any CTC

3 to 1 gives a 50% chance of success - Dupuy

TRADOC Schools

- Train the faculty and staff
- Link KSAs expected at course completion to OE variables.
- POI and training scenarios - OE as the centerpiece
- Think and write about COE as it affects BOS
- Develop BLUE doctrine that addresses the OE.
- Assess OE as a training enabler

Commandant is catalyst!

Home Station

Train the trainer !

Organize and sufficiently equip OPFOR surrogate

OE variables at Home Station training - decide which ones and how

Battle SimCenter scenarios and updates

Unique training case Korea and MREs
Division of "labor" between HS and CTCs

Joint Training

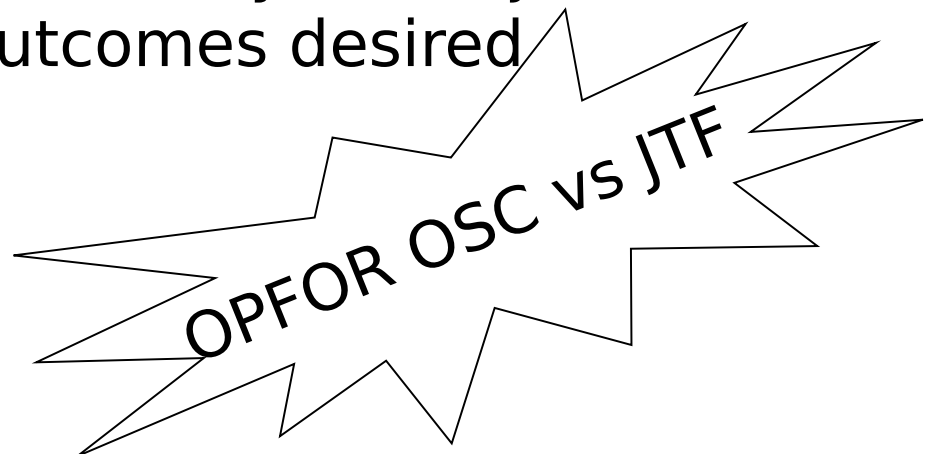
Partnership with JFCOM

Expand OPFOR doctrine for a more robust description of maritime and aerospace forces

Identify sister service counterpart efforts and integrate

Examine OE variables as they affect joint forces and training outcomes desired

Train JTASC OPFOR



Issues

- Equipping of dirt CTC OPFORs
- ITADSS for Home Station Training
- POI and Common Teaching Scenario development for TRADOC Schools
- DCSINT and DCST resources available to research, develop, write doctrine and train OCs, faculty, unit trainers simultaneously

Real Issues

- Training objectives are written so poorly that exercise design is difficult.
 - Task/Condition/Standard using AUTL.
- Exercise design is done backwards.....RTW first, then to tactical level.
 - Build tactical piece around training objectives then scope RTW to fit.
- OPFOR is constrained by CTC ROE to “give Blue a chance to train.” Non-COE compliant.
- CSA guidance “equal chance to win” and “level playing field” not evident in all events
 - OPFOR as a thinking enemy or inanimate training aid ?
 - Exercise director should not be higher HQs.
- Air to ground and ground to air interface

“The only thing harder than getting a new idea into a military mind is getting an old idea out.”

Lidell Hart



COE is less about equipping and organizing and more about seeing warfare through a different lens